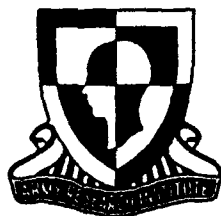
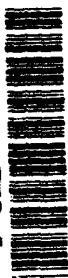


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**U.S. Army Research Institute  
for the Behavioral and Social Sciences**

**Research Report 1647**

# **Longitudinal Research on Officer Careers: 1991 Follow-Up of Initial Survey Findings**

**Donald W. Connelly and Lucia F. Dunn**  
Star Network, Inc.

**Dean A. Phillips and Jeffrey P. Schwartz**  
Automation Research Systems, Ltd.

**Beverly C. Harris**  
U.S. Army Research Institute



**October 1993**

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# U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

**A Field Operating Agency Under the Jurisdiction  
of the Deputy Chief of Staff for Personnel**

**EDGAR M. JOHNSON**  
**Director**

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13. ABSTRACT (Maximum 200 words) The purpose of the officer interview project was to enhance understanding of the findings from the Longitudinal Research on Officer Careers (LROC) surveys and to explore new career issues or Army topics of concern to officers that may need to be included in future surveys. In the fall of 1991, individual interviews were conducted with 458 company grade officers attending an Officer Advanced Course (OAC) at one of nine Training and Doctrine Command (TRADOC) schools representing 11 different branches. Questionnaires were completed by 276 newly commissioned officers who were attending the Officer Basic Courses (OBC) at these same TRADOC schools. In addition, 106 spouses of OAC officers completed questionnaires. Findings from the OAC interviews indicated that between 35% and 45% wanted to change branches to gain more marketable skills, to more closely match educational backgrounds to their jobs, or to provide challenge and experience in the "real Army." Officers felt that the Officer Evaluation/Selection System needed improvement in the way it was used, and gave reasons the system as it is currently used is not discriminating between fair, good, and excellent officers. Job stress was attributed to (Continued)					
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commander style, to attempting to do jobs with fewer resources, and to increased work hours. Most felt that these problems would be exacerbated during downsizing. The key issue for officers is resolution of the downsizing issue and provision of timely information about force reductions. Responses in the interviews suggested additional questions that may need to be addressed in future surveys.

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**October 1993**

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## FOREWORD

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The Leadership and Organizational Change Technical Area (LOCTA) of the Manpower and Personnel Research Division, U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) conducts research on leadership, personnel, and organizational change. As part of this program, longitudinal research is conducted on the attitudes, career experiences, and career decisions of company grade officers in the U.S. Army. The major component of this research has been an annual survey that began in 1988. Findings from the first 3 years of the survey (1988-1990) indicated a number of issues and concerns that needed explanation. Officer interviews were conducted in the fall/winter of 1991 to gain insight into the reasons for the survey findings, and to provide information on any new career issues or Army topics for consideration in future surveys.

This report summarizes the results of in-person interviews with company grade officers attending the Officer Advanced Course (OAC) and the results of two questionnaires given to newly commissioned second lieutenants attending the Officer Basic Course (OBC) and spouses of the officers attending the OAC. Findings from these interviews and questionnaires provided insight into the survey results and confirmed that the Longitudinal Research on Officer Careers (LROC) survey is asking questions on issues and topics that are important to company grade officers. Findings also suggested additional questions on branching that will be included in future surveys.

The LROC survey has been conducted during a period of major change for the Army. Since 1988, when the LROC survey began, Congress has mandated significant reductions in the size of the military. Troops were deployed for Operation Desert Shield/Storm (ODS), and the Army began actively downsizing the force immediately after the ODS conflict ended. The data from the LROC survey have provided a unique opportunity to examine changes in the attitudes, career experiences, and perceptions of officers who have been in the Army during this time of change. This longitudinal research provides an opportunity to examine trends and the impact of policy change or events on officer attitudes and career decisions previously unavailable with one-time surveys. Results from the LROC surveys have been briefed to Directorates and Commands throughout the Army since 1989.



EDGAR M. JOHNSON  
Director

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LONGITUDINAL RESEARCH ON OFFICER CAREERS:  
1991 FOLLOW-UP OF INITIAL SURVEY FINDINGS

EXECUTIVE SUMMARY

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Requirement:

The purpose of the officer interview project was threefold: (1) to enhance understanding of the findings from the Longitudinal Research On Officer Careers (LROC) surveys, (2) to validate that the attitudes and career experiences of the survey respondents were shared by other company grade officers, and (3) to explore new career issues or Army topics of concern to officers that may need to be included in future surveys.

Procedure:

In the fall of 1991, in-person, individual interviews were conducted with 458 company grade officers attending an Officer Advanced Course (OAC) at one of nine Training and Doctrine Command (TRADOC) schools. The TRADOC schools selected as interview sites represented 11 different branches: Air Defense Artillery, Adjutant General, Finance, Military Police, Chemical, Signal Corps, Transportation, Infantry, Quartermaster, Medical Service Corps, and Corps of Engineers. Questionnaires were completed by 276 newly commissioned officers who were attending the Officer Basic Courses (OBC) at these same TRADOC schools. In addition, 106 spouses of the married OAC officers completed questionnaires.

Findings:

Most of the 458 OAC officers interviewed were very positive about their Army career. Eighty-five percent said that the Army met their expectations, and 89% said they would encourage a young person to become an Army officer. Over one-half of the OAC officers expected to complete 20 or more years of service (64%). However, findings indicated that a similar percentage of OAC officers and LROC survey respondents (over 30%) would like to change their branch. OAC officers indicated that the reasons for wanting the change included gaining more marketable skills, having a job that matched their educational background, more challenge, and wanting a branch where the work represented the "real Army."

The OAC officers indicated that their job stress was associated with their commander's style, lack of resources to accomplish tasks, and long hours. The long work hours in their last assignment created problems for 35% of these officers, particularly in balancing their work and family/personal life.

Slightly over 45% of the OAC officers compared with 30% of the 1990 LROC survey respondents agreed that the Officer Evaluation/Selection System promotes the best officers. Reasons the system needs improvement according to the OAC officers included the following: Ratings are inflated; ratings are based on personality, not performance; Senior Rater block is given too much weight; Senior Rater is too far removed; the Officer Evaluation Report needs more quantification, as in NCO Enlisted Evaluation Report; the system does not discriminate between good and outstanding officers; and officers focus on the report, not on performance.

OAC officers, OBC officers, and LROC survey respondents indicated that the career issues of most concern to them were Army manpower changes and Congressional budget cuts. When the OAC officers were asked what one thing they wanted to tell General Sullivan, Chief of Staff, Army, they said "resolve the downsizing issue." OAC and OBC officers confirmed that issues covered in the LROC survey, such as career opportunities; Army, job, career, and family satisfaction; branching; equal opportunity; stress; and downsizing/current events were important to them and their career decision making.

#### Utilization of Findings:

Results from this interview project provided insight into concerns about branching, the officer evaluation/selection system, and downsizing that may be influencing officer career decisions, retention, and recruitment. Results from these interviews, combined with the LROC survey data, provide suggestions for changes that could positively influence the attitudes and career decisions of company grade officers in a particularly chaotic period of change in the world and in the U.S. Army.



**LONGITUDINAL RESEARCH ON OFFICER CAREERS:  
1991 FOLLOW-UP OF INITIAL SURVEY FINDINGS**

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## LONGITUDINAL RESEARCH ON OFFICER CAREERS: 1991 FOLLOW-UP OF INITIAL SURVEY FINDINGS

### Introduction

The U.S. Army Research Institute (ARI) began the Longitudinal Research on Officer Careers (LROC) project in 1988. The primary purpose of LROC was to identify factors that influenced officers' career decisions, and track the changes in attitudes and career experiences over time.

LROC evolved from two projects initiated by the United States Military Academy (USMA), Project Athena and Project Proteus. Project Athena investigated the individual and organizational changes that resulted from the decision to admit women into USMA. The project began in 1976, the first year that women were admitted, and ended in 1980 when this "first" class graduated. Project Proteus tracked the 1980 USMA class after graduation during its early career years using a combination of surveys, interviews, and field observations. The goal of Proteus was to identify the process of career commitment among USMA graduates and to identify shortcomings in the precommissioning training of these officers. In 1987, the Vice Chief of Staff, U.S. Army, transferred the Proteus Project to ARI as part of its research in the areas of retention and readiness. In 1988, Project Proteus was reviewed and a new survey was developed. This new survey, the LROC Survey, became the main component of the LROC research project. The LROC Survey has been administered annually since 1988.

After 3 years of the survey, results indicated a number of issues that needed further explanation. For instance, each year 35-45% of the officers responding to the survey indicated they wanted a different branch than the one they were assigned; 36% indicated they were experiencing high to extremely high stress in their jobs; fewer than 30% agreed that the officer evaluation/selection system promoted the best officers or rewarded professionalism/integrity; the percent who were concerned about manpower changes jumped from 37% in 1988 to 56% in 1990; and the percent who were concerned about Congressional budget cuts increased from 43% to 51%.

In mid-1991 when the results of the 1990 Survey were being analyzed, a project was developed to conduct interviews with company grade officers similar to the respondents to the LROC Survey for three purposes: (1) to explore the reasons for the findings from the survey, i.e., why officers wanted out of their current branch; why officers were experiencing very high stress in their jobs; etc., (2) to validate that the issues and findings of the survey were shared by company grade officers who may not have responded to the survey; and (3) to explore new officer career issues or Army topics that may be important to include in future surveys. This project included in-person

interviews with company grade officers attending the Officer Advanced Course (OAC), questionnaires given to newly commissioned officers attending the Officer Basic Course (OBC), and questionnaires given to spouses of the OAC officers. This report summarizes the research findings.

## Method

### Target Subjects

There were three target groups of subjects for the research:

(1) Company grade officers similar to those responding to the LROC Survey, primarily first lieutenants and captains, were the main subjects of interest for individual, in-person interviews. These officers could provide insight into the reasons for previous survey responses, could validate the current concerns of company grade officers, and could provide information on new career issues or Army topics for future research.

(2) Newly-commissioned second lieutenants were the second target group intended to complete a questionnaire similar to the LROC survey and also attend focus groups to discuss new issues relevant to their new Army careers that may be different from those issues covered in the LROC for officers in the Army up to 10 years.

(3) Spouses of company grade officers were a third group of interest for completing a questionnaire similar to the LROC survey or for individual interviews. The LROC Survey included a section on spouse/family attitudes which was completed by the Army officer; this group of spouses could provide direct information on their attitudes and experiences with the Army.

Newly commissioned officers are required to complete the Officer Basic Course as their introduction into the Army. At approximately 4-6 years, when they are about to be promoted or are recently promoted to captain, company grade officers are selected to take the Officer Advanced Course for their branch. Therefore, it was determined that access to these target groups of subjects could be accomplished through the Training and Doctrine Command (TRADOC) Schools which taught both courses.

### Interview Site Selection

TRADOC schools were selected because they offered a number of advantages:

(1) Officers attending OAC and OBC were in an educational setting away from the scheduling problems associated with their regular duties.

(2) TRADOC sites provided access to large numbers of the target officers across Combat Arms, Combat Support, Combat Service Support, and Special branches.

(3) Spouses were potentially available because they could co-locate with officers attending these courses.

A message was sent from the Deputy Chief of Staff for Personnel (DCSPER) requesting support for the interview project (see Appendix A). From the TRADOC schools who responded, nine installations, representing 11 branches, were selected as interview sites. Table 1 provides a listing of sites, dates that interviews were scheduled, and branches represented.

Table 1

Dates, Locations, and Branches Represented for Officer Interviews

<u>Date</u>	<u>Location</u>	<u>Branch</u>
7/24/91	Ft. Bliss	Air Defense Artillery
9/24/91	Ft. Harrison	Adjutant General
9/24/91	Ft. Harrison	Finance
10/1/91	Ft. McClellan	Military Police
10/3/91	Ft. McClellan	Chemical
10/9/91	Ft. Gordon	Signal Corps
10/22/91	Ft. Eustis	Transportation
10/28/91	Ft. Benning	Infantry
10/29/91	Ft. Lee	Quartermaster
11/6/91	Ft. Sam Houston	Medical Service Corps
11/12- 15/91	Ft. Leonard Wood	Corps of Engineers

Visits were coordinated with the various TRADOC schools and the Academy of Health Sciences and an information paper describing the purpose of the interviews was sent to the points of contact at each installation. This information paper is included as Appendix B.

## Pilot Testing

A protocol for the OAC officer interviews, a pre-interview questionnaire for spouses, and a questionnaire and focus group protocol for OBC officers were developed using questions and findings from the LROC Surveys as the basis for the interview topics. Pilot testing was conducted in July, 1991, at the Air Defense Artillery School, Fort Bliss, Texas. A total of 21 OAC officers were interviewed using the protocol; and a total of 26 OBC officers were given questionnaires and participated in focus groups. Results of the pilot tests indicated no problems with the interview protocol, the OBC questionnaire, or the focus group protocol.

## Interviewer Training

All project staff interviewers attended a training workshop in August, 1991. The purpose of the training session was to familiarize interviewers with the protocols and to review interviewing techniques. The Interviewer Training Outline is shown in Appendix C.

## Procedure

In-person, Individual Interviews. OAC students who volunteered were interviewed individually by project staff using the protocol shown in Appendix D. Each interview began with a brief explanation of the research and a review of the informed consent form (Appendix D) that each officer signed. Each interview lasted about 1 hour and interviewers followed the protocol with prompting only to clarify responses.

The protocol started with a series of background/demographic questions and overall questions about the Army such as what it means to be an officer in today's Army, has the Army changed since you entered, and would you encourage a young person to be an Army officer. Two questions asked, if you could tell anything that you wanted to your commander and to GEN Sullivan, Chief of Staff, Army, what would it be. Questions followed on reasons for joining the Army and the extent to which the Army had met expectations; on effectiveness of the Officer Evaluation/Selection System; on the level and sources of job stress and possible solutions; on work hours now and in the future; on spouse satisfaction; and on branch satisfaction. A current events section explored the impact of Operation Desert Storm (ODS) on career intentions and the final section asked about current career intentions and factors that influence career decisions.

Each officer was then given an opportunity to comment on any area covered in the interview or to suggest additional career issues or Army topics that were not covered. Officers were then thanked for their time and participation in the research.

Questionnaire for OBC students. Questionnaires were distributed to students in the OBC at each interview site. They were asked to complete and return them to the interview staff by the end of the scheduled time at each site. The questionnaire distributed to OBC students is provided at Appendix E. OBC students were also assembled for focus groups at each of the locations to discuss career issues and topics that were relevant to this younger group of officers. The focus group protocol is also provided at Appendix E.

Questionnaires for Spouses of OAC officers. When the project staff addressed officers in their OAC classes, they gave the married OAC officers a package of material to give to their spouses. The package contained a message for the spouse explaining the project, a pre-interview questionnaire, and an information sheet on interview times for spouses interested in participating in an individual interview. This package is included as Appendix F. Spouses were instructed to place the completed pre-interview questionnaire in a sealed envelope provided and give it to their spouse to return to the school point-of-contact. There was little interest from spouses to participate in individual interviews, therefore only the questionnaires were a part of this research.

## Results

### In-person, Individual Interviews With Company Grade Officers Attending the OAC

Individual interviews were conducted with 458 officers (391 male; 67 female) attending the OAC from July through November, 1991 at nine TRADOC schools. Table 2 gives the demographics of this group of company grade officers. Results of the interviews are presented below in the order the questions appeared on the protocol.

General Beliefs/Attitudes. This section consisted of five open-ended questions about the officer's beliefs and attitudes about the Army. According to respondents, a career as an officer means leadership challenge, responsibility, prestige, service to country, and professionalism. Eighty-nine percent of the sample would encourage a young person to become an Army officer.

Given the chance to tell the Chief of Staff of the Army (CSA) anything, 77 (18%) of the 458 respondents said "resolve the downsizing issue." Other suggestions were: emphasize training, increase training resources, improve soldier pay, improve family programs, and improve family medical service.



Table 2

## Demographic Features of the OAC Officers

	OAC Male Officers		OAC Female Officers	
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>
Marital Status				
Married	277	71%	35	52%
Single	79	20%	22	33%
Engaged	11	3%	3	5%
Divorced	18	5%	7	10%
Separated	4	1%	0	0
Race				
White	308	79%	42	63%
Black	55	14%	21	31%
Hispanic	14	4%	2	3%
Asian	10	3%	2	3%
Other	1	0	0	0
Source of Commission				
ROTC scholar	134	36%	26	40%
ROTC nonscholar	129	35%	24	37%
USMA	57	15%	11	17%
OCS	50	14%	4	6%
Current Rank				
1LT	93	30%	20	33%
CPT	268	70%	44	67%
Year Group				
1981	2	1%	0	0
1982	1	0	0	0
1983	2	1%	1	2%
1984	9	3%	0	0
1985	26	7%	7	11%
1986	82	23%	16	25%
1987	201	55%	34	52%
1988	40	11%	7	11%

Expectations. Questions in this section probed for reasons for joining the Army and how Army life had met or failed to meet expectations. Reasons given for joining the Army were: Money for education (30%), family tradition (19%), service to country (16%), experience (9%), lifestyle (9%), job security (5%), and travel (5%). Other reasons given by fewer than 5% of the sample were: to get a job, and to attend West Point.

Army life has met the expectations of 85% of the officers who responded to this question. When officers indicated that Army life did not meet their expectations, they said the

following were not what they expected: (a) assignments, (b) politics, (c) quality of soldiers, (d) medical benefits, and (e) standards of leadership.

Officer Evaluation/Selection System. Officers were asked this question: "Do you think that the officer evaluation/selection system is effective in promoting the best officers?" Forty-seven percent said yes, 33% said no, and 20% were neutral or were missing. Officers were then asked the reasons for their responses. Table 3 presents their reasons and the percentage of officers who cited each one. Interestingly, the same reasons were cited by officers who believed the system promoted the best officers and those who did not.

Table 3

Reasons Why Officers Believe the Officer Evaluation/Selection System (OES) Needs Improvement

<u>Reasons</u>	Officers who say OES promotes the best officers (n=215)		Officers who say OES does <u>not</u> promote the best officers (n=150)	
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>
Ratings are inflated	54	25	40	27
Ratings are based on personality, not performance	34	16	42	28
Senior Rater block given too much weight	17	8	14	9
Senior Rater profile not used as intended	14	7	12	8
Senior Rater is too far removed	12	6	15	10
Needs more quantification, as in NCO Enlisted Evaluation Report	11	5	18	12
Does not discriminate between good and outstanding officers	9	4	15	10
Officers focus on report, not on performance	1	1	3	2

Job Stress. The questions in this section were designed to investigate sources of job stress and potential methods of relieving stress. When officers were asked to identify the most important sources of job stress, their three most common answers were: (a) commander's style, (b) lack of resources to accomplish tasks, and (c) long hours.

Interestingly, 58% of officers responding to this question said that stress did not influence their decision to remain in the Army. Job-related stressors were considered to be widespread throughout the Army by 72% of officers, rather than unique to the officer individually or unique to any unit.

Very few officers could offer suggestions on how the Army or they personally could reduce stress. In fact, some officers considered stress as something that goes with the job.

Spouse Satisfaction. Married respondents were asked about their spouses' influence on their decision to remain in or leave the Army. Spouses have influenced the decision to stay or leave for 65% of the married officers interviewed. For 72% of the married officers, the decision to remain or leave the Army was considered to be a joint decision.

Work Hours. Thirty-five percent of officers said that the work hours on their previous assignments created problems for them. These problems included: no family time or personal time, and an inability to make family or personal plans. The few officers who offered suggestions on how the Army could remedy the work hours suggested time management for commanders, but most said that long hours go with the job.

Branch Satisfaction. There was a fairly sizeable percentage of OAC officers who wanted to change branches: 33% of the men and 41% of the women. Table 4 shows the distribution of officers who want to change.

The officers who would prefer a branch transfer gave the following reasons for wanting to transfer: (a) to attain a skill more related to the civilian job market, (b) for diversity of assignments, (c) for a closer match to their civilian education, (d) for more challenge, and (e) to seek a branch where the work represents the "real Army."

Table 4

## Percent of OAC Officers Who Want Out of Their Current Branch

<u>Current Branch:</u>	OAC Male Officers		OAC Female Officers	
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>
Combat Arms				
Infantry	13	27%		N/A
Air Defense	6	38%	1	50%
Corps of Engineers	18	24%	1	33%
Combat Support				
Signal Corps	23	40%	9	60%
Military Police	2	13%	1	20%
Chemical	18	75%	5	100%
Combat Service Support				
Adjutant General	1	9%	1	13%
Finance	1	20%	0	0
Transportation	6	21%	1	10%
Quartermaster	22	39%	6	50%
Special Branches				
Medical Service	11	37%	2	50%

Current events. Two hundred ten (46%) of the interviewees had served in Saudi Arabia. All respondents were asked: "How has the U.S. Army's involvement in the war in the Middle East influenced your thinking about your role or your future in the Army?" Their responses are shown below in Table 5.

Table 5

"How Has the U.S. Army's Involvement in the War in the Middle East Influenced Your Thinking About Your Role or Your Future in the Army?"

	<u>n</u>	<u>%</u>
No influence	97	21%
Verified importance of training	52	11%
Increased pride	45	10%
Promotion disadvantage	43	9%
Increased respect for military	34	7%
Confidence in leadership	13	3%
Promotion advantage	7	2%
Need for better equipment	2	1%

Retention. Sixty-four percent of officers expected to complete 20 or more years of service, 27% expected less than 20 years, and 9% were undecided. Officers were asked "What is the single most important factor which has influenced this decision?" Table 6 shows their responses.

Table 6

**The Single Most Important Factor Cited by Officers That Has Influenced Their Army Career Decision**

	<u>n</u>	<u>%</u>
Job satisfaction	112	25%
Family	57	12%
Interesting assignments	51	11%
Getting promoted	46	10%
Retirement/benefits	36	8%
Job security	30	7%
Getting command	17	4%
The economy	15	3%
Recognition/reward	3	1%

Questionnaires From The OBC Students

Questionnaires were completed by 276 newly-commissioned officers attending the OBCs at the nine TRADOC locations. Results are reported in the order the questions appeared on the questionnaire.

Background. The OBC respondents were 71% male and 29% female. All except five were second lieutenants. Signal Corps officers comprised 29% of the respondents, 28% were Infantry, and 10% Chemical. Other branches represented included Aviation, Corps of Engineers, Military Police, Adjutant General, Finance, Transportation, and Quartermaster.

Career issues. Career uncertainties were considered important to address with OBC officers because they were entering the Army during a period of downsizing. The issues facing this group of new officers could be different than the issues facing the company grade officers attending the OAC who were at a later stage in their careers. The LROC survey data and the OBC questionnaires provided an opportunity to compare the new officers with LROC respondents who were 2LTs with 1-2 years of service, 1LTs with 2-4 years of service and CPTs with 4-6 years into their careers. As expected, there were some important differences. OBC officers were more confident than LROC officers about promotions, jobs, and the future of their benefits. Fewer officers were confident, particularly in promotions and benefits, as years of service increased. Table 7 compares OBC and LROC officers on a number of career issues.

Table 7

Percent of OBC Students Who Agreed or Strongly Agreed With Statements on Career Issues Compared With 1990 LROC Survey Respondents

	OBC (n=276)	LROC 2LTs (n=279)	LROC 1LTs (n=603)	LROC CPTs (n=1436)
Confident of promotion by ability	72%	70%	68%	53%
Army will protect benefits and retirement	67%	56%	47%	31%
Confident of assignments to be competitive for promotions	59%	55%	51%	48%
Very likely to get assignment that match skills and interests	53%	44%	43%	47%

Sources of career uncertainty were not expected to vary greatly between OBC and LROC students because of the widely known plans for downsizing the Army. As shown in Table 8, OBC and LROC lieutenants were fairly similar; however, more OBC officers were concerned about Congressional budget cuts and Army inexperience. More LROC officers were concerned about unclear career goals, and more LROC captains were concerned about the manpower changes and Congressional budget cuts than the other groups.

Table 8

Primary Sources Of Career Uncertainty Reported by OBC Officers Compared With 1990 LROC Survey Respondents

	OBC (n=276)	LROC 2LTs (n=279)	LROC 1LTs (n=603)	LROC CPTs (n=1436)
Changes in manpower needs	50%	43%	49%	61%
Congressional actions	45%	35%	40%	58%
Army inexperience	38%	24%	8%	2%
Inconsistent or unclear selection criteria	22%	23%	25%	30%
Unclear career goals	14%	29%	23%	8%
No uncertainty	4%	7%	9%	7%

Decision factors. Table 9 presents 22 decision factors and the percentage of OBC respondents rating them as important or very important in making career decisions.

Table 9

Percentage of OBC Respondents Who Rated Decision Factors as Important or Very Important in Making Career Decisions

<u>Decision factor</u>	<u>n</u>	<u>%</u>
Job satisfaction	234	85%
Level of integrity in organization	225	82%
Overall quality of life in military	225	74%
Opportunity to advance in chosen field	202	73%
Feelings about organization mission/goals	193	70%
Time for personal/family life	193	70%
Job security	192	70%
Quality of coworkers	186	67%
Spouse overall satisfaction	173	63%
Quality of childcare/schools	164	60%
Retirement benefits	164	59%
Civilian job alternatives available	160	58%
Slow down in officer promotions	160	58%
Benefits other than retirement	152	55%
Overall standard of living	139	50%
Total family income	137	50%
Personal freedom	137	50%
Pay	135	49%
Assistance with civilian graduate education	125	45%
Employment/education opportunities for spouse	120	44%
Work hours/schedule	96	35%
Length of maternity leave	75	27%

Civilian alternatives. OBC respondents were asked to indicate how conditions in the military compared with a civilian job that they could realistically expect to get. Table 10 shows the conditions they thought were better in the Army and those they considered better in civilian life.

Table 10

Conditions Rated by OBC Students as Better or Much Better in the Army and in Civilian Life

<u>Conditions Better In Army</u>	<u>n</u>	<u>%</u>
Benefits other than retirement	201	73%
Level of integrity in organization	185	67%
Feelings about organization		
mission/goals	170	62%
Retirement benefits	166	60%
Assistance with civilian graduate		
education	152	55%
Quality of coworkers	120	44%
Job security	117	42%
Job satisfaction	101	37%
<u>Conditions Better In Civilian</u>		
Work hours/schedule	215	78%
Time for personal/family life	214	78%
Personal freedom	208	75%
Pay	197	71%
Total family income	184	67%
Spouse overall satisfaction	134	49%
Overall standard of living	128	46%
Opportunity to advance in chosen field	101	36%

General and Current Events. Sixty-two percent of the OBC respondents said that Operations Desert Shield and Desert Storm had no effect on their Army career decision. Another 35% reported a positive effect.

#### Questionnaires From Spouses of OAC Officers

There were 313 married OAC students. Questionnaires were completed by only 106 spouses of OAC officers giving a 34% response rate. The spouse respondents were 94% female. Thirty-four percent of them were employed at least part time, 18% were currently seeking employment, and the remaining 48% were not working and not currently seeking employment.

The purpose of including spouses in this project was to gain direct information on spouse satisfaction and views about the Army. Table 11 shows the percent who were satisfied or extremely



satisfied with the Army and indicates that spouses were more satisfied with Army life than with the concern the Army has for their family.

Table 11

**OAC Spouses Who Were Satisfied or Extremely Satisfied With the Army**

Overall satisfaction with Army life	71%
Satisfaction with Army support and concern for family life	46%

Table 12 shows the percent of OAC spouses who agreed or strongly agreed with other statements about Army life. This group of spouses were fairly positive and few seemed to see a potential for conflict between their spouses Army career and family life or to believe that an Army career makes family life difficult. More LROC officers on the 1990 Survey agreed that there was a potential for conflict between their career and family life and that their career made family life difficult (42% and 44%, respectively).

Table 12

**Percent of OAC Spouses Who Agreed or Strongly Agreed With Statements About Army Life**

Army career allows desired standard of living	60%
Foresees conflict between Army career and family life	21%
Spouse should devote good deal of time to unit and post activities	35%
Army career makes family life difficult	26%
Can count on Army to help when needed	66%
Advancement difficult if spouse not involved in unit or Army community activities	34%

Overall, 96% of OAC spouses stated that they would strongly (76%) or moderately (20%) support their spouses' decision to make the Army a career. Ninety percent were positive or neutral about their spouses staying with the Army and 75% regarded the decision to remain as a joint decision.

Fifty-five percent of the respondents had spouses who deployed to Saudi Arabia. When asked whether Operations Desert Shield or Desert Storm had any effect upon the spouses's choice about encouraging the officer to make the Army a career, 69% reported deployment had no effect, 16% reported a very negative effect, and 14% a very positive effect.

### Summary of Findings

This research was undertaken to explain some of the findings from the LROC Surveys administered annually from 1988 to 1990. Specifically, why officers would want to get out of their current branch, who so few thought the Officer Evaluation/Selection system was effective, and what factors were causing the high levels of stress reported in 1990. In addition, a second goal of the project was to validate the relevance of the career issues covered in the Survey. Overall findings from the OAC and OBC officers indicate that the Survey is covering important career issues for company grade officers at all stages of their careers--from entry to promotion to major or field grade officers. A summary of findings follows.

#### Branching

The percentage of OAC officers who wanted a different branch than their current branch was about the same as the percent of 1990 LROC survey respondents. Reasons for OAC officers wanting the change were to attain more marketable skills, to more closely match their civilian education, or to gain more challenge. Although OAC officers expressed a desire for another branch, most were realistically committed to remaining in their present branch. They felt that by the time they were in the Advanced Course, a transfer would impede their career progress because they would be starting over in a new career. The feeling among these officers was one of being resigned to their decision, rather than being satisfied with their present branch.

#### Officer Evaluation/Selection System

Officers generally believed that the system could be effective if used as intended. They agreed that it identified low performers but did not discriminate well between good and outstanding performers. They often felt the evaluation system did not provide definite feedback on how they could improve performance to become a top officer. The enlisted report was seen as preferable because it provided more information to identify strengths and weaknesses. Overall, most officers had no specific recommendations on changing the system or the Officer

Evaluation Report (OER). They wanted the OER to be used as intended, the results to be discussed more thoroughly with the officer, and specific suggestions given for improvement.

The issue of peer ratings was raised several times in the interviews as one way to obtain more feedback on relative standing of individual officers. Many officers felt that the senior rater may be too isolated to give a meaningful rating.

Many of the interviewees believed that the OER was highly inflated. This view was held by officers who had confidence that the system promoted the best officers and those who did not. Yet many officers recognized that their own promotions depended upon placement in the top block. So, they wanted inflation reduced, but wanted to remain in the top block themselves.

### Job Stress

Stress was associated mostly with style of commander, deadlines without adequate resources to complete tasks, and long hours. Lack of adequate resources and long hours were factors that LROC survey officers also reported as major concerns when viewed in conjunction with downsizing plans. They believed that reductions in Army size would result in more work, longer hours, and fewer resources for those officers who remained. To the extent that officers in the interview raised these concerns as stressful, it identified a common concern about the work of the Army and how well it will be performed. The OAC officers reported that the long hours were a problem for them in their last assignment particularly because it limited time for themselves and their families.

### Overall

OAC officers were very positive about the Army, but concerned that the top leaders and, specifically, GEN Sullivan, CSA, resolve the downsizing issues. Concern over manpower changes and Congressional budget cuts were expressed by OAC officers, OBC officers, and LROC Survey respondents. Issues related to downsizing such as increased work hours, "doing more with fewer resources," and job stress were also perceived as problems by OAC officers and LROC respondents.

OBC officers were more confident about their careers and somewhat less concerned about downsizing issues than the other officers who were at later stages in their careers. The focus groups of OBC officers supported this view.

Information from the spouses of the OAC officers was only suggestive because of the low response rate. The spouses that did complete the questionnaires were more positive about the Army and their officers' career in the Army than they were about the Army's concern for their families. The spouses' direct reports were more positive than the LROC officers' views particularly with respect to career/family conflict. However, this more

positive view may be because satisfied spouses have more enthusiasm for Army research.

### Conclusions

The method of in-person interviews provided a way of obtaining insights into the underlying reasons for some of the findings of the more objective LROC survey data. For instance, from the LROC survey alone, it appeared that officers thought the Officer Evaluation/Selection System should be drastically revised. However, from the interviews, it appears that the system itself is not perceived as flawed, but rather, the way in which it is implemented and the results of its utilization may need improvement. Many officers believed that the present system is not distinguishing between fair, good, and outstanding performers. They feel that many raters resolve any doubt in favor of the candidate thereby placing more people in the top block than is warranted. This effort on the part of raters is perceived by officers as being unfair. The conclusion drawn from the interviews regarding the system and the Officer Evaluation Report (OER) is to use it as it was intended and to provide more useful feedback about the areas in which an officer needs improvement.

Downsizing was identified as an important issue among the officers. There is great uncertainty and apprehension among officers as to who will be retained. They expressed a strong desire for timely information on drawdown so that they can proceed with future plans. They are also concerned that downsizing may limit their training and advancement opportunities.

Most officers stated that not being in the branch they wanted negatively influenced their intentions to stay in the Army. The reasons for branch dissatisfaction are many and suggest areas to be explored in future research. Some important variables to consider are special pay, relationship of Army training to civilian skills, and opportunities for further training or for gaining more marketable skills or more valued Army skills.

OAC officers, OBC officers, and LROC Survey respondents are all very positive about the Army. However, they are less positive about their Army careers and the prospects for jobs and career advancement. Most of the officers participating in this research are the Army's mid-career workforce. Losses of quality officers from this group cannot be immediately replaced. Findings from this research suggest that changes in the way the OER is used, the process of branching or allowing branch changes early in the officer's career, and timely dissemination of information on force reductions could go a long way to reducing stress and positively influencing officer career decisions.

APPENDIX A

Message to Training and Doctrine Command (TRADOC) Schools

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01 02 152000Z AUG 91 RR RR UUUU

HQDA WASH DC//DAPE-MPO//

AIG 7446

INFO CDRUSARI ALEX VA//PERI-RG//

UNCLAS

SUBJECT: ARMY RESEARCH INSTITUTE INTERVIEWS

1. THIS MESSAGE REQUESTS SUPPORT FROM MACOM COMMANDERS AND STAFF FOR INTERVIEWS OF OFFICERS AND SPOUSES BEING CONDUCTED BY THE ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES (ARI). INTERVIEWS ARE PART OF THE LONGITUDINAL RESEARCH ON OFFICER CAREERS (LROC) PROJECT, A LONG-TERM EFFORT FOCUSING ON OFFICERS' ATTITUDES ABOUT THEIR ARMY EXPERIENCES.
2. FROM AUGUST THROUGH DECEMBER 1991, TEAMS OF INTERVIEWERS WILL BE AT VARIOUS CONUS AND OCONUS LOCATIONS. PARTICIPATION IS VOLUNTARY AND OFFICERS WILL BE SELECTED RANDOMLY. EACH INTERVIEW WILL TAKE APPROXIMATELY ONE HOUR. INSTALLATIONS WILL BE SELECTED BASED ON CHARACTERISTICS OF OFFICERS NEEDED FOR THE SAMPLE. INTERVIEW FEEDBACK WILL BE OFFERED TO ALL MACOMS FOLLOWING DATA COLLECTION AND ANALYSIS.
3. REQUEST MACOM AND INSTALLATION POINTS OF CONTACT BE APPOINTED. REQUEST MACOMS NOTIFY ARI OF THE NAMES OF INTERVIEW POINTS OF CONTACT

ALBION A. BERGSTROM, COL, GS  
DAPE-MPO, 77878

WILSON A. SHATZER, LTC, GS, DAPE-MPO, 51983

*Wilson A Shatzer*

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02 02 152000Z AUG 91 RR RR UUUU

NOT LATER THAN 23 AUGUST 1991. SUBMIT NAMES TO MR. DEAN PHILLIPS,  
LROC PROJECT MANAGER, COMMERCIAL (703) 824-9536; FAX IS (703)  
671-3562. OR CONTACT DR. CAREN M. CARNEY AT DSN 284-5610 OR  
COMMERCIAL (703) 274-5610; FAX IS DSN 284-5616, COMMERCIAL IS (703)  
274-5616.

4. THE 1991 LROC SURVEY MAILING WILL BEGIN THIS FALL.  
QUESTIONNAIRES WILL BE SENT TO APPROXIMATELY 12,000 OFFICERS. LAST  
YEAR'S RESPONSE RATE WAS OVER 50%, AND A HIGH RATE IS ESSENTIAL FOR  
FOLLOWING THE SAME OFFICERS OVER MANY YEARS. ARI CONTINUES TO HAVE  
RESPONSIBILITY. ARI POINT OF CONTACT IS DR. CAREN M. CARNEY.

WAS

*WAS*

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## APPENDIX B

### INFORMATION PAPER FOR INTERVIEW POINT OF CONTACT

**SUBJECT:** Longitudinal Research on Officer Careers (LROC)

**SPONSOR:** U.S. Army Research Institute for the Behavioral and Social Sciences (ARI)

**OBJECTIVES:** This research tracks the career experiences of Army officers through a multiple-cohort, longitudinal design that requires:

- (a) sending a yearly survey to the same sample of about 1000 officers from each commissioning year group starting with 1980,
- (b) annually selecting and surveying a new sample group for each additional year group and
- (c) interviewing officers in the Advanced Course and Basic Course and spouses of the Advanced Course officers.
- (d) The sampling plan calls for selection by source of commission and for the oversampling of women.

The research will:

- (a) provide yearly data on officer career intentions and experiences, job satisfaction, and personal/family attitudes about Army life,
- (b) test how these socio-environmental factors influence career decisions,
- (c) provide a longitudinal data base to track the Army experience using life-course theory and methods, and
- (d) develop prototypes for showing how cohort-longitudinal data provide the Army with significantly better information for program and policy decisions.

**BACKGROUND:** The admission of women to the service academies in 1976 resulted in a research program at the U.S. Military Academy (USMA) to study the career experiences of female cadets (Project Athena). In 1980, the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) funded additional research of career experiences of male and female West Point graduates (Project Proteus). In 1984, Project Proteus expanded to include ROTC males and females. In 1987, ARI took over the research program to implement a true multiple-cohort longitudinal design called LONGITUDINAL RESEARCH ON OFFICER CAREERS (LROC).

**PROGRESS:** Responses from 5598 officers in 1988, 5553 officers in 1989, including 2459 who had responded in 1988, and 5000 officers in 1990, including 3248 who had responded before, has yielded a data base with a wealth of new information on the officer

corps. Analyses show that the LROC sample (with appropriate weighting to correct for oversampling) is representative of the Army officer corps in the year groups surveyed.

Some significant areas stand out as key factors affecting junior officers' career intentions: 1) branch satisfaction 2) work hours, 3) spouse satisfaction with Army life and 4) a combination of the factors. Officers who have spouses dissatisfied with Army life and who work long hours in a branch they do not want to be in intend to stay in the Army years less than the average officer. Analysis continues on this data to determine actions or policies which may be changed to help the Army keep its best officers.

**INTERVIEWS:** Interviews are being conducted to augment the survey data collection effort. Most interviews in 1991 will be conducted at TRADOC installations of Advanced Course and Basic Course officers and spouses. The data collection is on Active Duty officers only, not Reserve Component officers. A day before the interviews are scheduled, an interview coordinator will be on the installation to distribute pre-interview information sheets, or protocols, which should be completed by each Advanced Course member and returned the next morning. The course leaders will also be asked to complete an interview scheduling worksheet for the appointments.

On the day the interviews begin, a member of the interview team will present an initial orientation to all members of the class on the purpose of the interviews. Then the individual appointments will begin. The practice which usually results in the highest percentage of participation has been to schedule Advanced Course students into an interview room as an appointment as their school schedule permits. The assistance of the Advanced Course leadership is essential to the success of the program. Each interview will take about one hour.

Spouses will be asked to complete a pre-interview protocol and return it on the first day of scheduled interviews. Spouses who volunteer for an interview will be placed on the appointment schedule at the time most convenient for them. The interviewers can fit them into the schedule at any time.

Officer Basic Course students will also be given a pre-focus group protocol to complete and return. The entire class will be briefed on the purpose of the research, but the focus groups will consist of only about 10 officers in each group. The number of groups will vary from installation to installation, but will usually be at least three groups. There will be no individual OBC interviews.

For Information Call:

Mr. Dean Phillips, Project Manager  
Automation Research Systems, Ltd; Alexandria, VA;  
(703) 824-9500



APPENDIX C

<b>Interview Training Schedule</b>
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<b>Time</b>	<b>Topic</b>	<b>Individual</b>
<b>1000-1030</b>	<b>Background on LROC and Interviews</b>	<b>Donald W. Connelly</b>
<b>1030-1230</b>	<b>Interview Process</b>	<b>Ed Van Vranken</b>
<b>1230-1330</b>	<b>Lunch</b>	
<b>1330-1400</b>	<b>Protocols</b>	<b>Ed Van Vranken</b>
<b>1400-1430</b>	<b>Interview schedule control</b>	<b>Donald W. Connelly</b> <b>Dean Phillips</b>
<b>1445-1530</b>	<b>Practice Interview</b>	<b>Ed Van Vranken</b> <b>Donald W. Connelly</b>
<b>1530-1600</b>	<b>Questions and Answers session</b>	<b>All</b>

## LONGITUDINAL RESEARCH ON OFFICER CAREERS

### THE INTERVIEW PROCESS

#### I. INTRODUCTION

1. Role of the interviewer
2. Confidentiality of Data

#### II. THE INTERVIEW

1. The Interview Setting
2. Rapport
3. Introducing the Study

#### III. THE QUESTIONNAIRE

1. Asking the Questions
2. Questionnaire Instructions

#### IV. THE RESPONDENT

1. Active Listening
2. Encouraging the Respondent
3. Giving Positive Reinforcement for "appropriate" Response
4. Probe Response that is Unclear, Irrelevant or Incomplete
5. Clarification of Questions
6. Explanatory Comments

#### V. TERMINATION

1. Time Limit for Interview
2. Appreciation for Participation
3. Termination

#### VI. EDITING THE QUESTIONNAIRE

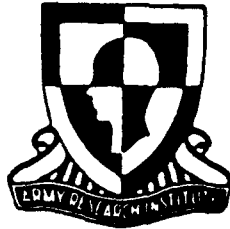
1. Review and Edit at Once

#### VII. QUALITY CONTROL OF QUESTIONNAIRES

1. Turn in Questionnaires ASAP

## APPENDIX D

### LROC Interview Protocol for Officer Advanced Course Participants and Informed Consent Statement



# U.S. Army Research Institute

## LROC Interview Protocol

The U.S. Army Research Institute (ARI) is requesting Army officers and their spouses to provide information on issues pertaining to their careers and their families. The data obtained will help policy planners improve the preparation, performance, and management of officers. The LROC survey and interview program is part of a long-term research project extending over several years. Therefore, as a member of our target sample, your input is critical in the examination of changes in the officer corps over time.

#### PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The Department of the Army may collect the information requested in this protocol under the authority of 10 United States Code 137. Providing information in this protocol is voluntary. Failure to respond to any particular questions will not result in any penalty.

The information collected in this protocol will be used solely for research purposes. Social Security Numbers and names are requested only for tracking and control purposes.

Your responses will be held in strict confidence. No one outside the research team will have access to individual data.

## INTRODUCTION

(INTERVIEWERS SHOULD READ THIS STATEMENT)

My name is \_\_\_\_\_ and I am part of a research team sponsored by the U.S. Army Research Institute to study experiences and attitudes of Army officers. Your comments will help us to gain a better perspective on Army life.

I want to stress that your cooperation is voluntary.

Any information you give is completely confidential. No names are ever used in this study, and the information you give will not be identified with you in any way.

If you do not wish to answer any of our questions for any reason, just tell me and we can skip them.

Thank you for taking part in this research effort.

# LROC INTERVIEW PROTOCOL

## I BACKGROUND INFORMATION

1. Date:        /        /91 (DD/MM/YY)
2. Installation & School
3. SSAN
4. Rank
5. What was your source of commission?
- OCS                                     ROTC (Non-scholarship)  
       USMA                                    Direct  
       ROTC (Scholarship)                  Other
6. What is your Year Group?
7. Sex
1. Male  
       2. Female
8. Racial/Ethnic Background
1. White, not of Spanish/Hispanic origin  
       2. Black, not of Spanish/Hispanic origin  
       3. Spanish/Hispanic (Puerto Rican, Mexican, etc)  
       4. Asian or Pacific Islander  
       5. American Indian, Aleut, Eskimo  
       6. Other
9. Marital Status
1. Single, never married  
       2. Single, engaged to be married  
       3. Married to a civilian  
       4. Married to another military  
       5. Legally separated  
       6. Divorced  
       7. Widowed
10. How many years and months of active duty service have you completed?
- Years                      Months

11. Do you have children?

\_\_\_\_\_ Yes  
\_\_\_\_\_ No

12. If so, how many?

(Specific number) \_\_\_\_\_

13. Do you have any dependents other than children?

\_\_\_\_\_ Yes  
\_\_\_\_\_ No

14. If so, how many?

(Specific number) \_\_\_\_\_

## II EXPERIENCES

Many people have different beliefs and attitudes about the Army and officers' careers. You've had a unique opportunity to see the Army close up because you are an Army officer. As you think about it now, can you tell us:

15. What does it mean in today's Army to be an officer and to have a career as an officer? (Probe for both positives and negatives)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

16. Has this changed since you've been associated with the Army? If so, how?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

17. Would you encourage a young person to become an Army officer?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. If you could tell your commander, current or most recent commander, anything, what would it be?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

19. If you could tell the Chief of Staff of the Army (CSA), General Sullivan, anything you'd like, what would it be?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



### III EXPECTATIONS

Our next set of questions is about your expectations concerning the Army.

20. What were your major reasons for joining the Army?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

21. In general, has life in the Army been what you expected it to be?

\_\_\_\_\_ 1. Yes  
\_\_\_\_\_ 2. No

22. How has it met (or failed to meet) your expectations? (Probe)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### IV OER SYSTEM

Now I would like to ask you some questions about the Army's Officer Efficiency Report system.

23. Do you think that the officer evaluation and selection system is effective in promoting the best officers? (Probe: Why?)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## V. STRESS

Our next set of questions concerns the area of stress in Army officers' lives. First we'll talk about job-related situations.

24. Do you consider that your previous assignment was:

- ☐ 1. Very Low Stress
- ☐ 2. Low stress
- ☐ 3. Moderate Stress
- ☐ 4. High Stress
- ☐ 5. Very High Stress

25. What were the sources of job stress in your previous assignment? (Probe for why each was stressful)

- (1) \_\_\_\_\_
- (2) \_\_\_\_\_
- (3) \_\_\_\_\_
- (4) \_\_\_\_\_
- (5) \_\_\_\_\_

26. Which of these was the single most important source of job stress?

\_\_\_\_\_

27. Were these job stresses important enough to influence your decision to remain in or leave the Army?

- ☐ 1. Yes (Which ones?) \_\_\_\_\_
- ☐ 2. No
- ☐ 3. Undecided

28. Were these stressors unique to you, or are they widespread throughout the Army?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

29. What could the Army reasonably do to reduce these sources of job stress?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

30. What could you reasonably do to reduce these sources of job stress?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Now let us turn to the area of personal (if single) or family-life (if married) situations.

31. When you think about your personal/family life during your previous assignments, how much stress was due to the Army life-style?

- \_\_\_\_\_ 1. Very Little Stress  
\_\_\_\_\_ 2. Little stress  
\_\_\_\_\_ 3. Moderate Stress  
\_\_\_\_\_ 4. Great Stress  
\_\_\_\_\_ 5. Very Great Stress

32. What were the sources of the Army-related stress.

- (1) \_\_\_\_\_  
(2) \_\_\_\_\_  
(3) \_\_\_\_\_  
(4) \_\_\_\_\_  
(5) \_\_\_\_\_

33. Which of these was the most important source of stress? \_\_\_\_\_

34. Were these personal/family-life stresses important enough to influence your decision to remain in or to leave the Army?

- \_\_\_\_\_ 1. Yes (Which ones?) \_\_\_\_\_  
\_\_\_\_\_ 2. No  
\_\_\_\_\_ 3. Undecided

35. Were these stressors unique to you, or are they widespread throughout the Army?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

36. What could the Army reasonably do to reduce these sources of personal/family-life stress?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

37. What could you reasonably do to reduce these sources of personal/family life stress?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**IF MARRIED:**

**VI. SPOUSE SATISFACTION**

We would now like to ask about your spouse.

38. Has your spouse influenced your decision to remain in or to leave the Army?

- ☐ 1. No  
☐ 2. Yes

IF YES,

39. How has your spouse influenced your decision to remain in the Army or leave?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

40. Do you consider the decision to remain with the Army:

- ☐ Spouse's decision alone  
☐ Your decision alone  
☐ A joint decision (i.e., both spouses)  
☐ A family decision

VII. WORK HOURS

41. Did the work hours required on your previous assignments create any special problems for you?

- ☐ 1. Yes  
☐ 2. No

IF YES

42. What kinds of problems have the work hours created? (Probe)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

43. What could the Army reasonably do to improve this situation?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### VIII. BRANCH SATISFACTION

We would now like to ask you some questions about your branch assignment.

44. What is your branch?

#### COMBAT ARMS

- \_\_\_\_\_ 1. Infantry
- \_\_\_\_\_ 2. Armor
- \_\_\_\_\_ 3. Field Arty
- \_\_\_\_\_ 4. Air Def Arty
- \_\_\_\_\_ 5. Aviation
- \_\_\_\_\_ 6. Spec Forces
- \_\_\_\_\_ 7. Engineer

#### COMBAT SUPPORT

- \_\_\_\_\_ 1. Signal
- \_\_\_\_\_ 2. Military Police
- \_\_\_\_\_ 3. Military Intelligence
- \_\_\_\_\_ 4. Chemical

#### COMBAT SERVICE SUPPORT

- \_\_\_\_\_ 1. Adjutant General
- \_\_\_\_\_ 2. Finance
- \_\_\_\_\_ 3. Transportation
- \_\_\_\_\_ 4. Ordnance
- \_\_\_\_\_ 5. Quartermaster

#### SPECIAL BRANCHES

- \_\_\_\_\_ 1. Judge Advocate
- \_\_\_\_\_ 2. Chaplain
- \_\_\_\_\_ 3. Medical Corps
- \_\_\_\_\_ 4. Dental
- \_\_\_\_\_ 5. Veterinary
- \_\_\_\_\_ 6. Medical Spec.
- \_\_\_\_\_ 7. Nurse
- \_\_\_\_\_ 8. Medical Service

45. How were you selected for the branch you are in? (Probe)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

46. Was your basic branch assignment your 1st, 2d, 3d, 4th or other choice?

- \_\_\_\_\_ 1. first choice
- \_\_\_\_\_ 2. second choice
- \_\_\_\_\_ 3. third choice
- \_\_\_\_\_ 4. fourth choice
- \_\_\_\_\_ 5. other (Specify) \_\_\_\_\_



47. If you could be in any branch you wanted, which one would you select and why?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

48. If you were not in a branch you liked, would that make you want to leave the Army?

\_\_\_\_\_ 1. Yes  
\_\_\_\_\_ 2. No

IF YES:

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

IX. CURRENT EVENTS

49. Turning to recent world situations, did you deploy to any of the following locations? (Check all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> 1. Grenada                                   | <input type="checkbox"/> 1a. No. of months |
| <input type="checkbox"/> 2. Panama                                    | <input type="checkbox"/> 2a. No. of months |
| <input type="checkbox"/> 3. Saudi Arabia/Middle East                  | <input type="checkbox"/> 3a. No. of months |
| <input type="checkbox"/> 4. Other regions, not<br>including PCS moves | <input type="checkbox"/> 4a. No. of months |
| <input type="checkbox"/> 5. Did not deploy                            |  |

50. How has the U.S. Army's involvement in the war in the Middle East influenced your thinking about your role or your future in the Army?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

X. RETENTION

51. How many years of active duty service do you expect to have completed by the time you leave the Army?

\_\_\_\_\_ Specify - (Round off to the nearest whole year)

52. What is the single most important factor which has influenced this decision?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

AS WE CONCLUDE, WE WOULD LIKE TO ASK WHAT QUESTION DO YOU THINK WE MIGHT HAVE ASKED (BUT DIDN'T) OR IF YOU HAVE ANY OTHER COMMENTS OR SUGGESTIONS THAT MAY HELP US BETTER UNDERSTAND OFFICER CAREER ISSUES AND DECISIONS?

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION IN THE STUDY

## XI INTERVIEWER'S SUMMARY

INTERVIEWER I.D. (NAME/NUMBER) \_\_\_\_\_

INTERVIEW SITE \_\_\_\_\_

SUBJECT'S NAME \_\_\_\_\_

SUBJECT'S SSAN \_\_\_\_\_

## SUMMARY

LROC (Interview)

**VOLUNTEER AGREEMENT AFFIDAVIT  
(INFORMED CONSENT STATEMENT FOR PARTICIPANTS)**

**(INTERVIEWERS SHOULD READ THIS STATEMENT. ENSURE THAT  
PARTICIPATION IS VOLUNTARY. OBTAIN HIS/HER SIGNATURE HERE  
AND PROVIDE AN UNSIGNED COPY OF THIS FORM TO PARTICIPANT)**

My name is \_\_\_\_\_, and I am part of a research team sponsored by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI). We are conducting a long-term project to investigate the career experiences and expectations of Army officers and their spouses. The title of this project is: Longitudinal Research on Officer Careers (LROC). We are conducting interviews and focus groups at various Officer Branch Schools around the country. Before we begin, I want to tell you a little about this research.

The principal investigators conducting this study are Dr. Caren M. Carney (703-274-5610) at ARI in Alexandria, Virginia and Mr. Donald W. Connelly and Dr. Lucia Dunn at Star Network Inc., also in Alexandria.

We are here today to obtain information as part of an ongoing research project on officer career issues (LROC). We will be conducting interviews and focus groups that will last about 75 minutes. You were selected at random for participation in this research. Our intent in this interview is to examine in detail some of the chief concerns of Army officers. We are interested in obtaining your perspective on these issues. Other research and interviews were conducted on officers in the mid 1980's as part of Project Proteus. Our current survey answers from LROC suggested the importance of returning to interviews to obtain more in-dept information.

We cannot foresee any ways in which you might experience any risk or discomfort by participating in this research. As with all interviews, there are no "right" or "wrong" answers to our questions. Most research participants tend to enjoy the opportunity to think and talk about career issues. Results from the survey findings in this research have, in fact, resulted in positive changes in the Army officers personnel system.

We also want to make sure you understand your rights as a research participant. First, your participation is voluntary. Second, if you decline to participate in this research, you will not incur any type of penalty, loss, or disciplinary action. Third, if you feel at any point that you do not want to continue or do not wish to answer a particular question--for whatever reason--you need not do so. Again, you will not be penalized in any way. Finally, the information you provide will be held strictly confidential. It will not be identified with you as an individual, will not become part of your record, and will not be revealed to your superiors.

As with all ARI research, we will ensure the complete confidentiality of your responses. Nothing you say or write will be disclosed to anyone except ARI and/or contractor research personnel. Your individual answers are not our main interest. We tend to focus on group data patterns and how they compare with other data such as the results of LROC surveys. In order to insure confidentiality, I ask that when you wish to refer to a specific experience, please do not use anyone's name. Rather, refer only to person's position (e.g., the Commanding Officer, the Battalion Commander) or to the unit level (e.g., brigade, battalion). Also, we would ask that you not disclose the contents of this interview to anyone else.

We want to thank you in advance for helping us to conduct a meaningful research effort. We realize that you are very busy, so we will make every effort to make the best use of your time. As we are speaking only to a very small percentage of Army officers, your opinions are critical to the success of this research. If you wish a copy of the report that will result from these interviews, please contact Dr. Carney after March, 1992. The address is U.S. Army Research for the Behavioral and Social Sciences, ATTN: PERI-RG (Dr. Carney), 5001 Eisenhower Avenue, Alexandria, VA 22333-5600.

Do you have any questions before we start? Please stop me during any part of the interview if you have additional questions that I might answer.

Please sign this statement below. I will keep your signed statement, give you a copy of this affidavit for your records, and then we can begin.

---

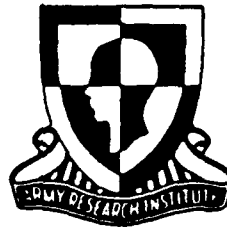
(PLEASE SIGN YOUR NAME HERE)

---

(PLEASE PRINT YOUR NAME HERE)

## APPENDIX E

### Questionnaire and Focus Group Protocol for Officer Basic Course Participants



## U.S. Army Research Institute

### Officer Basic Course Pre-focus Group Protocol (Long Version)

The U.S. Army Research Institute (ARI) is requesting Army officers and their spouses to provide information on issues pertaining to their careers and their families. The data obtained will help policy planners improve the preparation, performance, and management of officers. The LROC survey and interview program is part of a long-term research project extending over several years. Therefore, as a member of our target sample, your input is critical in the examination of changes in the officer corps over time.

#### PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The Department of the Army may collect the information requested in this protocol under the authority of 10 United States Code 137. Providing information in this protocol is voluntary. Failure to respond to any particular questions will not result in any penalty.

The information collected in this protocol will be used solely for research purposes. Social Security Numbers and names are requested only for tracking and control purposes.

Your responses will be held in strict confidence. No one outside the research team will have access to individual data.

OFFICER BASIC COURSE PROTOCOL (LONG VERSION)

I BACKGROUND INFORMATION

1. Date \_\_\_\_/\_\_\_\_/\_\_\_\_91\_\_\_\_ (Month/Day/Year)
2. Station & School \_\_\_\_\_
3. SSAN \_\_\_\_\_
4. Rank \_\_\_\_\_
5. Sex     1.    Male  
          2.    Female
6. In what year were you born?     19\_\_\_\_
7. What is your current marital status?  
      \_\_\_\_ Single, never married  
      \_\_\_\_ Single, engaged to be married  
      \_\_\_\_ Married  
      \_\_\_\_ Legally separated  
      \_\_\_\_ Divorced  
      \_\_\_\_ Widowed
8. How many children do you have (for which you have custody)?  
      \_\_\_\_ 1. No children                    \_\_\_\_ 4. Three Children  
      \_\_\_\_ 2. One child                     \_\_\_\_ 5. Four Children  
      \_\_\_\_ 3. Two Children                  \_\_\_\_ 6. Five or more
9. How old is your youngest child?  
      \_\_\_\_ N/A-No children                    \_\_\_\_ 6 - 11 years old  
      \_\_\_\_ Under 2 years old                  \_\_\_\_ 12 - 17 years old  
      \_\_\_\_ 2 - 5 years old                    \_\_\_\_ 18 years old or older
10. Racial/Ethnic Background  
      \_\_\_\_ 1. White, not of Spanish/Hispanic origin  
      \_\_\_\_ 2. Black, not of Spanish/Hispanic origin  
      \_\_\_\_ 3. Spanish/Hispanic (Puerto Rican, Mexican, etc)  
      \_\_\_\_ 4. Asian or Pacific Islander  
      \_\_\_\_ 5. American Indian, Aleut, Eskimo  
      \_\_\_\_ 6. Other
11. In what year did you begin active commissioned service?  
      19\_\_\_\_



12. What is the highest level of education you have attained?

- ☐ Some college
- ☐ Bachelor's degree
- ☐ Some graduate school
- ☐ Master's degree or equivalent
- ☐ Doctorate or professional degree (e.g. M.D., J.D.)

13. What was your undergraduate major field of study?

- ☐ NA (Not Applicable)
- ☐ Humanities
- ☐ Social Sciences/Education
- ☐ Computer Sciences/Statistics
- ☐ Engineering/Applied Sciences
- ☐ Physical Sciences/Mathematics
- ☐ Biological Sciences
- ☐ Business/Finance/Public Administration
- ☐ Nursing
- ☐ Pre-Medical/Dental
- ☐ Other

14. What is/was your graduate major field of study?

- ☐ NA (Not Applicable)
- ☐ Humanities
- ☐ Social Sciences/Education
- ☐ Computer Sciences/Statistics
- ☐ Engineering/Applied Sciences
- ☐ Physical Sciences/Mathematics
- ☐ Biological Sciences
- ☐ Business/Finance/Public Administration
- ☐ Nursing
- ☐ Pre-Medical/Dental
- ☐ Other

15. When you were growing up, did you have a parent/guardian who was career active duty military?

☐ Yes ☐ No

16. What was your source of commissioning?

- |   |   |
|---|---|
| <input type="checkbox"/> OCS                | <input type="checkbox"/> ROTC (Non-scholarship) |
| <input type="checkbox"/> USMA               | <input type="checkbox"/> Direct                 |
| <input type="checkbox"/> ROTC (Scholarship) | <input type="checkbox"/> Other                  |

17. Upon commissioning from ROTC, were you designated DMG (Distinguished Military Graduate)?

☐ Yes ☐ No ☐ NA, I'm not an ROTC graduate

18. What branch are you in (not detailed to)? (Choose only one)

COMBAT ARMS

☐ Infantry (IN)  
☐ Armor (AR)  
☐ Field Arty (FA)  
☐ Air Def Arty (AD)  
☐ Aviation (AV)  
☐ Spec Forces (SF)  
☐ Engineer (EN)

COMBAT SUPPORT

☐ Signal (SC)  
☐ Military Police (MP)  
☐ Military Intelligence (MI)  
☐ Chemical (CM)

COMBAT SERVICE SUPPORT

☐ Adjutant General (AG)  
☐ Finance (FC)  
☐ Transportation (TC)  
☐ Ordnance (OD)  
☐ Quartermaster (QM)

SPECIAL BRANCHES

☐ Judge Advocate (JA)  
☐ Chaplain (CH)  
☐ Medical Corps (MC)  
☐ Dental (DC)  
☐ Veterinary (VC)  
☐ Medical Spec. (AM)  
☐ Nurse (AN)  
☐ Medical Service (MS)

19. If you could be in any branch you wanted, which branch would you select? (Choose only one)

COMBAT ARMS

☐ Infantry (IN)  
☐ Armor (AR)  
☐ Field Arty (FA)  
☐ Air Def Arty (AD)  
☐ Aviation (AV)  
☐ Spec Forces (SF)  
☐ Engineer (EN)

COMBAT SUPPORT

☐ Signal (SC)  
☐ Military Police (MP)  
☐ Military Intelligence (MI)  
☐ Chemical (CM)

COMBAT SERVICE SUPPORT

☐ Adjutant General (AG)  
☐ Finance (FC)  
☐ Transportation (TC)  
☐ Ordnance (OD)  
☐ Quartermaster (QM)

SPECIAL BRANCHES

☐ Judge Advocate (JA)  
☐ Chaplain (CH)  
☐ Medical Corps (MC)  
☐ Dental (DC)  
☐ Veterinary (VC)  
☐ Medical Spec. (AM)  
☐ Nurse (AN)  
☐ Medical Service (MS)

20. Was your basic branch your:

☐ First Choice  
☐ Second Choice  
☐ Third Choice

☐ Fourth Choice  
☐ Other

21. Some officers are detailed from their basic branch to another (detail) branch. Are you currently detailed to a branch other than your basic branch?

☐ Yes ☐ No

22. If you answered "Yes" above, which branch are you currently detailed to?

<input type="checkbox"/> Infantry (IN)	<input type="checkbox"/> Air Def Arty (AD)
<input type="checkbox"/> Armor (AR)	<input type="checkbox"/> Chemical (CM)
<input type="checkbox"/> Field Arty (FA)	<input type="checkbox"/> Other

23. How many years of active duty service (including any enlisted or warrant officer time) have you completed? \_\_\_\_\_

24. How many years of active duty service would you like to have completed by the time you leave the Army? \_\_\_\_\_

25. What is your current monthly military pay before taxes (including all special pays such as flight pay, parachute pay, BAQ, BAS, medical specialty pay, etc.) Round to the nearest dollar.

\$ ☐, ☐☐☐

26. Approximately what was your total family income from all sources (before taxes) in 1989? Round to the nearest thousand dollars.

\$ ☐☐ thousand

## II CAREER ISSUES

*Please indicate your level of agreement with the following statements*

1. I am confident I will be promoted as high as my ability and interest warrant if I stay in the Army.

☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

2. The Army will protect my benefits and retirement.

☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

3. I am confident I will get the (kinds of) assignments I need to be competitive for promotions.

☐ Strongly Agree   ☐ Agree   ☐ Neither Agree Nor Disagree   ☐ Disagree   ☐ Strongly Disagree

4. I am very likely to get assignments that match my skills and interests if I stay in the Army.

☐ Strongly Agree   ☐ Agree   ☐ Neither Agree Nor Disagree   ☐ Disagree   ☐ Strongly Disagree

5. When I began precommissioning training (e.g. USMA, ROTC, OCS) I was

☐ Planning on an Army career  
☐ Leaning towards an Army career  
☐ Undecided  
☐ Leaning towards a civilian career  
☐ Planning on a civilian career

6. At the time I received my commission I was

☐ Planning on an Army career  
☐ Leaning towards an Army career  
☐ Undecided  
☐ Leaning towards a civilian career  
☐ Planning on a civilian career

7. Right now I am

☐ Planning on an Army career  
☐ Leaning towards an Army career  
☐ Undecided  
☐ Leaning towards a civilian career  
☐ Planning on a civilian career

8. If I stay in the Army, I expect to participate in field exercises and/or combat training

<input type="checkbox"/> Much more than I like	<input type="checkbox"/> Less than I like
<input type="checkbox"/> More than I like	<input type="checkbox"/> Much less than I like
<input type="checkbox"/> About right for me	

10. My primary source(s) of uncertainty, right now, about what to expect from an Army career is/are (Select as many as apply)

- ☐ My lack of experience in the Army
- ☐ My career goals are unclear
- ☐ Inconsistent or unclear selection criteria for officers
- ☐ Changes in Army manpower needs
- ☐ Impending Congressional actions (budget, RIFs, etc.)
- ☐ I don't have any uncertainty
- ☐ Other (explain in Comments section at the end of survey)

11. Which of the following best describes your current career intentions?

- ☐ Plan to stay in the Army beyond 20 years
- ☐ Plan to stay in the Army until retirement at 20 years
- ☐ Plan to stay in the Army beyond obligation, but I am undecided about staying until retirement
- ☐ Undecided whether or not to stay in the Army upon completion of my obligation
- ☐ Will probably leave the Army upon completion of my obligation
- ☐ Will definitely leave the Army upon completion of my obligation

### III DECISION FACTORS

Listed below are some of the factors officers may consider when making career decisions. Please use the following scale to indicate the importance of these factors to your career decision.

	Extremely important	Very important	Important	Somewhat important	Unimportant (Not a factor at all)
1. Pay.....	○	○	○	○	○
2. Retirement benefits.....	○	○	○	○	○
3. Benefits other than retirement (e.g. medical, PX).....	○	○	○	○	○
4. Assistance for civilian graduate education.....	○	○	○	○	○
5. Overall standard of living in the Army.....	○	○	○	○	○
6. Opportunities to advance in chosen field.....	○	○	○	○	○
7. Opportunities for job satisfaction.....	○	○	○	○	○
8. Quality of co-workers.....	○	○	○	○	○
9. Feelings about the organization mission/goals.....	○	○	○	○	○
10. Working hours/schedule.....	○	○	○	○	○
11. Employment/educational opportunities for spouse.....	○	○	○	○	○
12. Spouse's overall satisfaction.....	○	○	○	○	○
13. Quality of childcare/schools/youth facilities.....	○	○	○	○	○
14. Time for personal/family life.....	○	○	○	○	○
15. Length of maternity/paternity leave available.....	○	○	○	○	○
16. Overall quality of life in military.....	○	○	○	○	○
17. Level of integrity/professionalism in organization....	○	○	○	○	○
18. Personal freedom.....	○	○	○	○	○
19. Job security.....	○	○	○	○	○
20. Total family income.....	○	○	○	○	○
21. Civilian job alternatives available to officers.....	○	○	○	○	○
22. Slow down in officer promotions.....	○	○	○	○	○

#### IV CIVILIAN ALTERNATIVES

Please use the following scale to indicate how you perceive conditions in the military compare with conditions in a civilian job that you could realistically expect to get.

	Much better in the Army	Somewhat better in the Army	About the Same	Somewhat better in civilian life	Much better in civilian life	Don't know
1. Pay.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Retirement benefits.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Benefits other than retirement.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Assistance for civilian graduate education.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Overall standard of living in the Army.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Opportunities to advance in chosen field.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Opportunities for job satisfaction.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Quality of co-workers.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Feelings about the organization mission/goals.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Working hours/schedule.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Employment/educational opportunities for spouse.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Spouse's overall satisfaction.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Quality of childcare/schools/youth facilities.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Time for personal/family life.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Length of maternity/paternity leave available.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Overall quality of life in military.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Level of integrity/professionalism in organization....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Personal freedom.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Job security.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Total family income.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## V GENERAL AND CURRENT EVENTS

1. If affordable, and decent housing were available both on-post and off-post, I would generally prefer to live

☐ On-post

☐ Off-post

2. What level of support for your decision can you expect from your spouse or fiancée if you decide to make the Army a career?

☐ Strong  
Support

☐ Moderate  
Support

☐ Neutral

☐ Moderate  
Opposition

☐ Strong  
Opposition

☐ Not  
Applicable

3. The Army recently deployed to Saudi Arabia as part of the Desert Shield and Desert Storm operation. Did the outcome of this deployment have a positive or negative effect on your choice about making the Army a career?

☐ Positive effect

☐ Negative effect

☐ Neutral (no effect)

## VI COMMENTS

Thank you very much for your cooperation with this important research.

We have attempted to be very thorough in examining the issues that may affect an officer's career decisions. If you have comments that may help us to better understand officer career issues and decisions, please write them in the space below. (Continue on the back if necessary).

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THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION IN THE STUDY





# **U.S. Army Research Institute**

## **Officer Basic Course Focus Group Protocol**

The U.S. Army Research Institute (ARI) is requesting Army officers and their spouses to provide information on issues pertaining to their careers and their families. The data obtained will help policy planners improve the preparation, performance, and management of officers. The LROC survey and interview program is part of a long-term research project extending over several years. Therefore, as a member of our target sample, your input is critical in the examination of changes in the officer corps over time.

### **PRIVACY ACT STATEMENT**

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The Department of the Army may collect the information requested in this protocol under the authority of 10 United States Code 137. Providing information in this protocol is voluntary. Failure to respond to any particular questions will not result in any penalty.

The information collected in this protocol will be used solely for research purposes. Social Security Numbers and names are requested only for tracking and control purposes.

Your responses will be held in strict confidence. No one outside the research team will have access to individual data.

September 19, 1991

## **Officer Basic Course Protocol**

(NOTE: This focus group is intended to be unstructured and to evoke spontaneous comments and/or discussion. Basic Course active-duty officers ordinarily have been in the Army about two months or less unless they had prior enlisted or Reserve Component service.)

1. What attracted you to the military?
2. What does being an officer in today's Army mean to you?
3. Did you get the branch of service you wanted?
4. What do you know about the OER system?
5. In your opinion, what effect, if any, has Operation Desert Storm had on the military?
6. How many years of active duty do you expect to have completed by the time you leave the Army?
7. What are the most important factors that influence your decision to stay in or leave the Army?

## APPENDIX F

### Letter to Spouses, Spouse Pre-Interview Questionnaire, and Form for Spouses to Volunteer for Individual Interviews

20 September 1991

Dear Army Spouse:

The U. S. Army Research Institute for the Behavioral and Social Sciences (ARI) is conducting long-term research on the career experiences of Army officers. This survey project is known as Longitudinal Research on Officer Careers (LROC).

This is the first year that the LROC project is conducting interviews with the officers and spouses. ARI staff and contractor interviewers will be conducting these interviews soon. Your viewpoint is critical to the success of this effort.

Your spouse's class was selected at random for participation this part of the research project. We are interested in determining some of the key factors that affect the way you view and deal with the Army, so would like to interview you too. An interview appointment can be scheduled for you at your convenience. It would be conducted on post, in an interview room or classroom in a person-to-person environment.

As with all ARI projects, the information you provide will be used for research purposes only. Neither you nor your spouse will be identified to anyone. Your participation is entirely voluntary. The interview will take about an hour of your time. It will provide you an opportunity to provide the Army leadership with information on issues related to the Army, its officers, and families.

We are enclosing a separate instruction sheet with details about interviews conducted on your installation. Please follow the instructions to schedule a convenient time for your interview. We are also including a Pre-interview Protocol form for you to fill out and send in. Even if you cannot come in for an interview, we would like to have your responses to the questions on the protocol, so please ask your spouse to deliver it to the Interview point-of-contact for your class as indicated on the instruction sheet.

We are interviewing only a small percentage of Army officer spouses for this project. Therefore, your opinions are very important to the success of this project! If you need any additional information about this project, please feel free to contact Dr. Caren M. Carney at (703) 274-5610.



# **U.S. Army Research Institute**

## **Officer Spouse Pre-Interview Protocol (Long Version)**

The U.S. Army Research Institute (ARI) is requesting Army officers and their spouses to provide information on issues pertaining to their careers and their families. The data obtained will help policy planners improve the preparation, performance, and management of officers. The LROC survey and interview program is part of a long-term research project extending over several years. Therefore, as a member of our target sample, your input is critical in the examination of changes in the officer corps over time.

### **PRIVACY ACT STATEMENT**

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The Department of the Army may collect the information requested in this protocol under the authority of 10 United States Code 137. Providing information in this protocol is voluntary. Failure to respond to any particular questions will not result in any penalty.

The information collected in this protocol will be used solely for research purposes. Social Security Numbers and names are requested only for tracking and control purposes.

Your responses will be held in strict confidence. No one outside the research team will have access to individual data.

August 8, 1991

## OFFICER SPOUSE PRE-INTERVIEW PROTOCOL (LONG VERSION)

## I BACKGROUND INFORMATION

1. Date: \_\_\_\_ / \_\_\_\_ /91 (DD/MM/YY)
2. Station & School \_\_\_\_\_
3. Sex      \_\_\_\_ 1. Male.  
              \_\_\_\_ 2. Female
4. What is your spouse's name? \_\_\_\_\_
5. What is your spouse's current rank? \_\_\_\_\_
6. What is your spouse's SSAN? \_\_\_\_\_
7. What was your spouse's source of commission?
- |                          |                              |
|--------------------------|------------------------------|
| _____ OCS                | _____ ROTC (Non-scholarship) |
| _____ USMA               | _____ Direct                 |
| _____ ROTC (Scholarship) | _____ Other _____            |
8. What is your spouse's Year Group? \_\_\_\_\_
9. What is your spouse's current status?
- |                      |                             |
|----------------------|-----------------------------|
| _____ Student        | _____ Command Staff         |
| _____ School Faculty | _____ Troop Assignment      |
| _____ School Staff   | _____ Other (Specify) _____ |
10. Have you ever served in the military?
- ☐ No
- ☐ Yes, and left before we decided to get married
- ☐ Yes, and left after we were married
- ☐ Yes, and I am still in, but intending to get out
- ☐ Yes, and I am still in, but undecided about staying
- ☐ Yes, and I am still in, and intending to stay

11. Do you currently have a paying job?

- ☐ No-not interested in paid employment now
- ☐ No-I would like paid work, but am not currently looking
- ☐ No-currently looking for a suitable job
- ☐ Yes-under 20 hours/week
- ☐ Yes-20-34 hours/week
- ☐ Yes-35-40 hours/week
- ☐ Yes-over 40 hours/week

12. Do you have children? If so, how many?

- ☐ Yes (Specific number) \_\_\_\_\_
- ☐ No

## II SATISFACTION ISSUES

*Please indicate your overall level of satisfaction with the following aspects of Army life at the present time. (Check only one response)*

13. How satisfied are you with personal and family life?

☐ Extremely Satisfied   ☐ Satisfied   ☐ Neutral or Mixed Feelings   ☐ Dissatisfied   ☐ Extremely Dissatisfied

14. How satisfied are you with life as an officer's spouse?

☐ Extremely Satisfied   ☐ Satisfied   ☐ Neutral or Mixed Feelings   ☐ Dissatisfied   ☐ Extremely Dissatisfied

15. In general, how many hours per week did your spouse usually work in his/her previous assignment? (Specify)

Hours (0-99)

16. How many hours per week (on average) would you like your spouse to work on his or her job? (Specify)

Hours (0-99)

17. How satisfied are you with your spouse's current compensation (pay, allowances, benefits, etc.)?

☐ Extremely Satisfied   ☐ Satisfied   ☐ Neither Satisfied or Dissatisfied   ☐ Dissatisfied   ☐ Extremely Dissatisfied

18. How satisfied are you with your spouse's career prospects in the Army?

☐ Extremely Satisfied   ☐ Satisfied   ☐ Neither Satisfied or Dissatisfied   ☐ Dissatisfied   ☐ Extremely Dissatisfied

19. How well do you understand the Army officer career process?

☐ Quite Well   ☐ Well   ☐ Somewhat   ☐ Not Well   ☐ I only know what I've heard from my spouse

20. How satisfied are you with your understanding of the Army officer career process?

☐ Extremely Satisfied   ☐ Satisfied   ☐ Neither Satisfied or Dissatisfied   ☐ Dissatisfied   ☐ Extremely Dissatisfied

### III SATISFACTION AND CONSTRAINTS

Please indicate your level of agreement with the following statements. (Check only one response)

21. My spouse's Army career would allow me to attain the standard of living I want for myself and my family.

☐ Strongly Agree    ☐ Agree    ☐ Neither Agree Nor Disagree    ☐ Disagree    ☐ Strongly Disagree

22. I foresee a lot of conflict between my spouse's work and our family life if my spouse makes a career of the Army.

☐ Strongly Agree    ☐ Agree    ☐ Neither Agree Nor Disagree    ☐ Disagree    ☐ Strongly Disagree

23. An officer's spouse should devote a good deal of time to unit and post activities.

☐ Strongly Agree    ☐ Agree    ☐ Neither Agree Nor Disagree    ☐ Disagree    ☐ Strongly Disagree

24. The demands of my spouse's Army career would make it difficult to have the kind of family life I would like.

☐ Strongly Agree    ☐ Agree    ☐ Neither Agree Nor Disagree    ☐ Disagree    ☐ Strongly Disagree

25. I can count on Army people to help out when needed.

☐ Strongly Agree    ☐ Agree    ☐ Neither Agree Nor Disagree    ☐ Disagree    ☐ Strongly Disagree

26. Officers will have difficulty advancing their careers if their spouses do not get involved in unit or Army community activities.

☐ Strongly Agree    ☐ Agree    ☐ Neither Agree Nor Disagree    ☐ Disagree    ☐ Strongly Disagree



#### IV FAMILY AND CAREER EXPECTATIONS

Please indicate how you feel about the conditions or requirements you expect to encounter as an officer's spouse during an Army career. (Check only one response)

27. The number of weeks per year your spouse would typically spend away from home.

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

28. The number of unaccompanied tours your spouse would probably have over the course of a career.

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

29. The amount of flexibility your spouse would have to adjust his or her personal schedule to take time off for personal or family reasons.

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

30. The amount of control your spouse would have over the timing of trips/assignments that would take him or her away from home.

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

31. The frequency with which personal or family plans would be disrupted by job demands/Army requirements.

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

32. The average length of time your spouse would stay in one location before a PCS (Permanent Change of Station, usually involving household move).

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

33. The number of PCS moves over the course of your spouse's career.

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

34. The social obligations traditionally performed by the spouse of an officer (clubs, volunteer work, attending and hosting social functions, etc.)

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

35. How do you feel about the general uncertainty of Army life (Alerts, last minute schedule changes, short notice moves, etc.)?

☐ Very reluctant to accept    ☐ Somewhat reluctant to accept    ☐ Mixed feelings or neutral    ☐ Somewhat willing to accept    ☐ Very willing to accept

36. Which statement best describes your long-term work/career aspirations?

- ☐ Not interested in working for pay outside the home
- ☐ Interested only in occasional or temporary jobs
- ☐ Want fairly continuous employment, but not career or advancement oriented
- ☐ Want a career with advancement potential, but willing to postpone or interrupt career (e.g., for children or relocation)
- ☐ Want full-time career with advancement potential and no major career interruptions

37. How difficult do you think it will be for you to get the kind of jobs/career opportunities you want if your spouse decides to make the Army a career?

☐ Very Difficult    ☐ Difficult    ☐ Not especially difficult or easy    ☐ Very easy    ☐ NA not interested in paid work    ☐ Don't know

38. How difficult do you think it will be for you to get the kind of jobs/career opportunities you want if your spouse left the Army at the next opportunity?

☐ Very Difficult    ☐ Difficult    ☐ Not especially difficult or easy    ☐ Very easy    ☐ NA not interested in paid work    ☐ Don't know

39. Would your spouse leave the Army if you could not find the type of employment you want?

☐ Definitely yes      ☐ Probably no      ☐ Don't know  
☐ Probably yes      ☐ Definitely no

40. How do you feel about your spouse staying in the Army?

\_\_\_ Definitely want my spouse to stay in the Army  
 \_\_\_ Lean toward my spouse staying in the Army  
 \_\_\_ Neutral or satisfied either way  
 \_\_\_ Lean toward my spouse leaving the Army  
 \_\_\_ Definitely want my spouse leaving the Army

41. What level of support can your spouse expect from you if he or she decides to make the Army a career?

☐ Strong Support    ☐ Moderate Support    ☐ Neutral    ☐ Moderate Opposition    ☐ Strong Opposition

42. Overall, how satisfied are you with the Army way of life?

☐ Very Satisfied    ☐ Satisfied    ☐ Neutral    ☐ Dissatisfied    ☐ Very Dissatisfied

43. How satisfied are you with the support and concern the Army has for your family?

☐ Very Satisfied    ☐ Satisfied    ☐ Neutral    ☐ Dissatisfied    ☐ Very Dissatisfied

44. Do you consider the decision to remain with the Army:

☐ Spouse's decision alone  
☐ Your decision alone  
☐ A joint decision (i.e., both spouses)  
☐ A family decision

V GENERAL AND CURRENT EVENTS

Recently the Army has faced both overseas deployments (Panama and Saudi Arabia) and budget challenges that will cause the number of people in the Army to be reduced (troop reductions). These questions explore the possible effects of these events. (Check only one response)

45. How likely is it that troop reductions will cause readiness of the Army to suffer?

☐ Very likely      ☐ Likely      ☐ Neither likely nor unlikely      ☐ Unlikely      ☐ Very unlikely

46. How likely is it that troop reductions will cause troop morale to suffer?

☐ Very likely      ☐ Likely      ☐ Neither likely nor unlikely      ☐ Unlikely      ☐ Very unlikely

47. How likely is it that troop reductions will cause your family to suffer?

☐ Very likely      ☐ Likely      ☐ Neither likely nor unlikely      ☐ Unlikely      ☐ Very unlikely

48. How likely is it that your spouse will work longer hours?

☐ Very likely      ☐ Likely      ☐ Neither likely nor unlikely      ☐ Unlikely      ☐ Very unlikely

49. The Army recently deployed to Saudi Arabia as part of the Desert Shield and Desert Storm operation. Did the outcome of this deployment have a very positive or very negative effect on your choice about encouraging your spouse to make the Army a career?

☐ Very positive effect      ☐ Very negative effect      ☐ Neutral (no effect)

50. Did your spouse deploy to Saudi Arabia as part of the Desert Shield or Desert Storm operation?

☐ Yes      ☐ No

51. If you answered "Yes" to the previous question:  
How many months was your spouse deployed? \_\_\_\_\_

VI OVERVIEW

49. What have been the most satisfying aspects of your time as an Army spouse? (Please specify)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

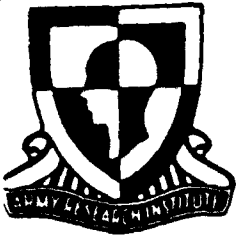
50. What have been the most dissatisfying aspects of your time as an Army spouse? (Please specify)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

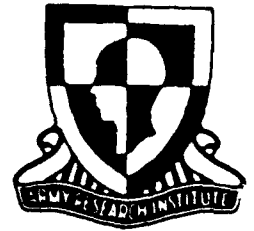
51. If you have additional comments that you would like to make, please write them in the space below. (Continue on the back if necessary)

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION IN THE STUDY



## ARMY SPOUSE ARI INTERVIEW INFORMATION SHEET



SCHOOL: \_\_\_\_\_

INSTALLATION: \_\_\_\_\_

DAYS: \_\_\_\_\_

DATES: \_\_\_\_\_

CLASS POINT OF CONTACT: \_\_\_\_\_

LOCATION TO TURN IN PROTOCOL: \_\_\_\_\_

LOCATION TO COME FOR INTERVIEW: \_\_\_\_\_

PHONE FOR APPOINTMENT: \_\_\_\_\_

**PLEASE CALL TO ARRANGE  
FOR AN ARI INTERVIEW**

**DATES AND TIMES AVAILABLE FOR ARI INTERVIEW:**

DAY: \_\_\_\_\_

DATE: \_\_\_\_\_

TIMES: \_\_\_\_\_

DAY: \_\_\_\_\_

DATE: \_\_\_\_\_

TIMES: \_\_\_\_\_

**PLEASE DON'T FORGET TO TURN IN YOUR PRE-INTERVIEW  
PROTOCOL IN A SEALED ENVELOPE,  
EVEN IF YOU CANNOT COME IN FOR AN INTERVIEW.  
YOUR ANSWERS ARE CONFIDENTIAL AND WE  
WANT TO KNOW YOUR OPINION.  
THANKS!**